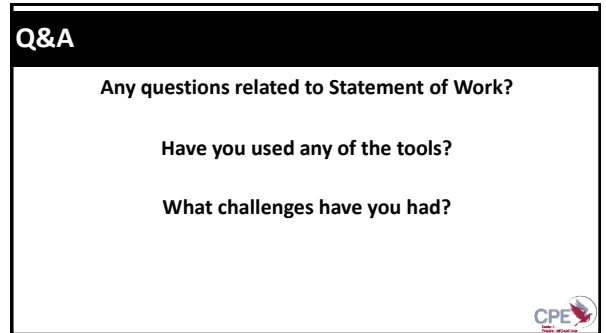
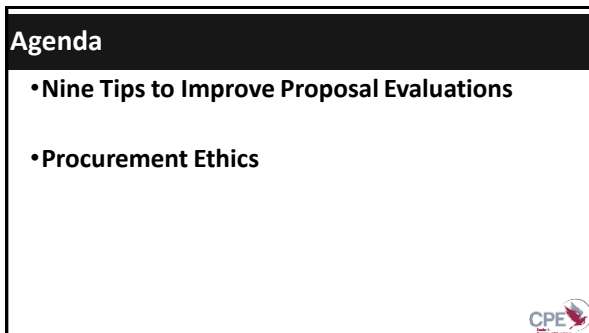




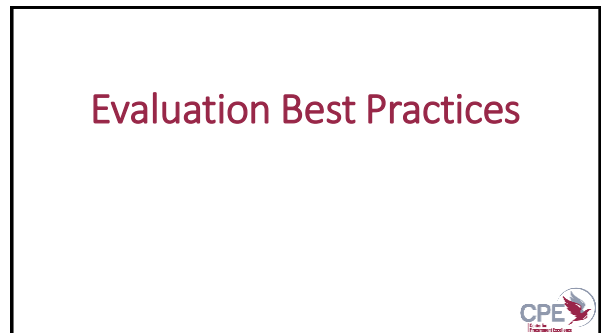
1



2



3



4

Putting RFP Excellence Into Practice

- Fair
- Open
- Transparent
- Value
- Integrity

Strategic Objective:
Become a **“Client of Choice”**
and attract
High-Performing Vendors
across your RFPs



5

Why are these Foundations so Important?

- Obvious reason is to stay out of jail or the courtroom
- But this is what drives good vendors to your projects, and gets them to invest their time and effort.



6

Let's Define It: Evaluation Period

- This is an area of weakness for many Clients and can lose **Fairness, Openness, Transparency, Value, and Integrity**



7

Evaluation Period



8

Evaluation Period



9

Nine Tips to Improve Proposal Evaluations



10

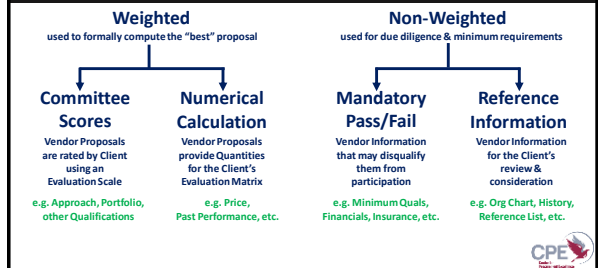
Nine Tips to Improve Proposal Evaluations

1. Understand the Different Types of Evaluation Criteria



11

Understand the Different Types of Evaluation Criteria



12

Understand the Different Types of Evaluation Criteria: Committee Scores

Written Proposal



- 1) Verify **past experience**
 - Team vs Individual experience
 - Past Projects
 - Resumes & References
- 2) Verify **understanding of our needs**
 - Approach & Methodology
 - Solution & Workplan
 - Schedule



13

Understand the Different Types of Evaluation Criteria

Weighted

used to formally compute the "best" proposal

Committee Scores

Vendor Proposals are rated by Client using an Evaluation Scale

e.g. Approach, Portfolio, other Qualifications

Numerical Calculation

Vendor Proposals provide Quantities for the Client's Evaluation Matrix

e.g. Price, Past Performance, etc.

Non-Weighted

used for due diligence & minimum requirements

Mandatory Pass/Fail

Vendor Information that may disqualify them from participation

e.g. Minimum Quals, Financials, Insurance, etc.

Reference Information

Vendor Information for the Client's review & consideration

e.g. Org Chart, History, Reference List, etc.



14

Understand the Different Types of Evaluation Criteria: Numerical Calculation



- Cost/Price should be numeric!!!
- Cost is generally submitted in a separate sealed envelope
- Not revealed to the Evaluation Committee until evaluation is complete (to minimize bias)



15

Understand the Different Types of Evaluation Criteria

Weighted

used to formally compute the "best" proposal

Committee Scores

Vendor Proposals are rated by Client using an Evaluation Scale

e.g. Approach, Portfolio, other Qualifications

Numerical Calculation

Vendor Proposals provide Quantities for the Client's Evaluation Matrix

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Reference Information

Vendor Information for the Client's review & consideration

e.g. Org Chart, History, Reference List, etc.



16

Understand the Different Types of Evaluation Criteria: Mandatory Pass/Fail + Reference Information

- Keep these clear, concise, and understandable!!!
- Do not make these a lot of work for vendors to complete!!!



- What do you need to make an informed selection?
 - Will your org actually read & review this info from all proposals?
- Otherwise gather later but still before signing the contract!



17

Nine Tips to Improve Proposal Evaluations

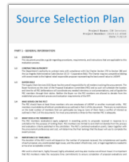
1. Understand the Different Types of Evaluation Criteria
2. Establish a Source Selection Plan (SSP) before RFP release



18

Establish the SSP Before the RFP is Released

- Describes how the evaluation and scoring of proposals will be conducted
- Serves as a guide/instructions for evaluators
- This document can also be referred to as:
 - Source Selection Guide (SSG)
 - Proposal Evaluation Guide (PEG)



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Establish the SSP Before the RFP is Released

- Describes how the evaluation and scoring of proposals will be conducted
 - Roles & Responsibilities of Procurement / Buyer
 - Evaluation Procedures
 - Evaluation Instructions
 - Ethics and Conflicts of Interest
 - Critical Items



20

Establish the SSP Before the RFP is Released

- Do not try to figure out the evaluation process after RFP is released....**TOO LATE**
- Create the SSP **prior to** releasing the RFP.
 - This allows the evaluators and SME's time to provide input before releasing the RFP.
- Minimizes time spent trying to figure things out
 - (or do something not permitted based on the RFP language)



21

The SSP should **always** be documented to minimize the Risk of Protest



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Nine Tips to Improve Proposal Evaluations

1. Understand the Different Types of Evaluation Criteria
2. Establish a Source Selection Plan (SSP) **before** RFP release
3. **Recognize that Evaluators have Bias**



23

Recognize that Evaluators have Bias

- Example #1



24

Recognize that Evaluators have Bias

- Bias is not always so “foreword” or “shocking”
- Usually, bias comes from Evaluators who:
 - Think they “already know” the best vendor
 - Look at logo/brand more than resources/approach
 - Have pre-conceived notions about the “right” approach
 - Are not open to new ideas



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Nine Tips to Improve Proposal Evaluations

1. Understand the Different Types of Evaluation Criteria
2. Establish a Source Selection Plan (SSP) before RFP release
3. Recognize that Evaluators have Bias
4. **Balance the Evaluation Committee**



26

Balance the Evaluation Committee

Most Common Questions:

1. How many people should be on the evaluation committee?
2. Who should we select?
3. When should we select them?
4. What are their expectations?



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Balance the Evaluation Committee

First Big Question: How Many People???

3-7

• 3 to 7 is the “sweet spot”

- Less than 3 = more difficult to balance & defend the scores.
- Greater than 7 = more difficult to coordinate and keep on track.
- Very small or simple projects may have 3-5 evaluators
- Complex projects, you should aim for 5-7 evaluators



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Balance the Evaluation Committee

Important to Remember:

- More evaluators you have = the more you can mitigate someone with **significant bias**.



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Balance the Evaluation Committee

- Watch out for bias from Technically-oriented evaluators.
 - They will rarely have as much experience as the vendor (the purpose of an RFP is to hire a vendor with more knowledge and skill than you!)

Technical Evaluator



1-2
Lifetime

Expert Vendor



100+
Last 5-Years



30

Balance the Evaluation Committee

- Non-technical evaluators are needed too (and can work!)
 - Need them to fill out the Evaluation Committee
 - (usually not enough technical evaluators to make an entire Evaluation Committee)
 - Every organization has Non-Technical Evaluators
 - Are able to score based on basic “logic” and “reason”



31

Balance the Evaluation Committee

- Be cautious of including Executives or Senior Personnel
 - Can “sway” the rest of the committee
 - Typically very busy = can put timeline in jeopardy



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Nine Tips to Improve Proposal Evaluations

1. Understand the Different Types of Evaluation Criteria
2. Establish a Source Selection Plan (SSP) before RFP release
3. Recognize that Evaluators have Bias
4. Balance the Evaluation Committee
5. **Avoid Consensus Meetings!**



33

Avoid Consensus Meetings!

- **Avoid at all costs!!!**



34

Avoid Consensus Meetings!

- Example #1: Tax-Accounting system for a State
- **3 vendors proposed. 5 evaluators.**
- During consensus meeting, **the internal IT "expert" stated:**
 - "Vendor 1's proposal may **sound great....but** they actually don't have a major component of what the State needs (data warehousing)".
 - This individual had done "a lot" of background research (**outside of the proposals**) and determined that this vendor is not capable of doing the work.
- So the evaluators all adjusted their scores based on what their internal expert said (**scores dropped by 25-35%**) – **yikes!**



35

Avoid Consensus Meetings!

- Example #1: Tax-Accounting system for a State
- However, since only 3 vendors, all were shortlisted to Interviews.
- During interviews, Vendor 1 was asked about their **inability to perform 'data warehousing'**.
 - The supplier laughed at the question!
 - Said that they have one of the largest data warehousing systems in North America. They went on to list major institutions that were using their systems.
- After the interviews were over...the IT expert apologized to everyone and said that they were not aware.



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Avoid Consensus Meetings!

- Example #2: Personal Push for a Score
- 7 evaluators. Scores were shown. One evaluator argued for 2hrs.
 - Eventually 4 evaluators said:
“OK, fine, I give up, just change our score to whatever you want, I don’t care any more, I just want to get out of this meeting!”
- Procurement intervened:
 - “Please provide justification for these changes so we can defend your actions in court.”



37

Avoid Consensus Meetings!

- It’s amazing what actually happens behind the scenes!!!!
- These examples are not unique...they happen **frequently**.
- Which is why we NEVER recommend consensus meetings.
- They result in a lot of time being wasted, but more importantly, it encourages evaluator influence which goes against core procurement principles!
- If you want to streamline your evaluation process, and improve the fairness, just use the average evaluator scores. This is simple, takes less time, and is much easier to justify.



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Individual Evaluations



- Evaluations must be performed **individually** (not group consensus)
- Evaluators must **not discuss** with anyone (only contact Buyer for clarification)
- Evaluations should be **non-biased** (use logic and/or verifiable performance documentation to assist in determining the rating.)
- Evaluators must be **honest and fair** as possible with the rating (with the understanding that these ratings are not being used to award an actual project, but to pre-qualify vendors into an overall program).
- The Buyer reserves the right to **clarify any ratings**, request additional evaluator comments, or modify/reject a rating.



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Nine Tips to Improve Proposal Evaluations

1. Understand the Different Types of Evaluation Criteria
2. Establish a Source Selection Plan (SSP) **before** RFP release
3. Recognize that Evaluators have Bias
4. Balance the Evaluation Committee
5. Avoid Consensus Meetings!
6. **Use Standardized Proposal Forms**



40

Use Standardized Proposal Forms

- Major problem with RFP's....when they don't think ahead and plan for when proposals come in.
- You can get a **wide range of proposals** that are very difficult to navigate.



41

Use Standardized Proposal Forms

Simple Solution: All Criteria Must Be Transformed into a Proposal Form Template!



42

Use Standardized Proposal Forms

Example #1:

The Proposer is required to comply with the State's accessibility policies, practices and procedures established in accordance with the American Disabilities Act (ADA). The Proposer must identify if your company have an accessibility policy? If so, Proposers may include a copy of the policy. Identify if your company provide accessibility training and resources to all employees? If so, please describe. Identify if your company provide accessible customer service? If so, please describe. Describe the accessibility features of the service your company is offering. What is your company's process for regular review and updates on accessibility within your industry? Does your service comply with all relevant portions of the ADA? Please describe. Proposers should also include their most recent ADA compliance report. If your company's service does not currently meet ADA or similar accessibility standards, is there an action plan to reach compliance? Please describe and include timelines.



43

Use Standardized Proposal Forms

• Create a Proposal Form!

PROPOSAL FORM H - ACCESSIBILITY (ADA)

1. Does your company have an accessibility policy? ☐ Yes ☐ No
If Yes, please include a copy of your accessibility policy.

2. Does your company provide accessibility training and resources to all employees? ☐ Yes ☐ No
If Yes, please describe.

3. Does your company provide accessible customer service? ☐ Yes ☐ No
If Yes, please describe.

4. Describe the accessibility features of the service your company is offering.

5. Does your company process for regular review and updates on accessibility within your industry? ☐ Yes ☐ No
If Yes, please describe.

6. Does your company comply with all relevant portions of the ADA? ☐ Yes ☐ No
If Yes, please describe.

7. If your company's service does not currently meet ADA or similar accessibility standards, is there an action plan to reach compliance? Please describe and include timelines.



44

Use Standardized Proposal Forms

SCENARIO 1

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SCENARIO 2

PROPOSAL FORM H – ACCESSIBILITY (ADA)

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If Yes, please attach a copy of the policy.

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If Yes, please describe.

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If Yes, please describe.

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If No, please describe and include timelines.

CPE

45

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CPE



46

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CPE



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Nine Tips to Improve Proposal Evaluations

1. Understand the Different Types of Evaluation Criteria
2. Establish a Source Selection Plan (SSP) before RFP release
3. Recognize that Evaluators have Bias
4. Balance the Evaluation Committee
5. Avoid Consensus Meetings!
6. Use Standardized Proposal Forms
7. **Reduce the Length of Evaluated Documents**



48

Reduce the Length of Evaluated Documents

- 50 pages vs 5 pages....which is better?
- Which one will you actually read and evaluate?
- Which one will contractors actually spend more time preparing?



49

Reduce the Length of Evaluated Documents



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Case Study

(2017 High Tech Facility - \$ Billion)

Contents included:

1. Cost
2. Experience
3. Capacity
4. Innovation
5. CX, QA, QC Processes
6. Management Approach
7. Cost Management
8. Cost Control Approach
9. Similar Experience
10. Contract Exceptions
11. Goals
12. KPI
13. Insurance
14. Safety Plan



Time Spent Evaluating:

2.5 Weeks

Deviation in Safety Plan Score:

1.52%



100% accuracy



51

Ask for the Right Info at the Right Time

• Look at the big picture

- Not saying the Safety isn't important...but these are oftentimes 'canned' & 'copy-and-paste' documents.
- All qualified vendors will have them.
- They don't help you differentiate.
- They are a waste of time to try and read as evaluators

• Not saying to ignore this info...but get it during the negotiation period prior to contract signature!

- There is approximately "ZERO" value during evaluation.

• Another example: org charts...very rarely do evaluators give different scores for these documents.



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Nine Tips to Improve Proposal Evaluations

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3. Recognize that Evaluators have Bias
4. Balance the Evaluation Committee
5. Avoid Consensus Meetings!
6. Use Standardized Proposal Forms
7. Reduce the Length of Evaluated Documents
8. **Conduct Effective Interviews**



53

Conduct Effective Interviews

Interview Checklist:

- Identify an exact time for each interview
- Email the shortlisted vendors (topics and time slot)
- Reserve a room with adequate space (vendor + eval)
- Ensure proper equipment (computer, screen, wifi)
- Copies of rating sheets for evaluators



54

Traditional Presentation Process?



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Key Personnel Interviews



- Conduct an actual 'interview' (not presentation)
- No notes, handouts, presentation material
- Interview 2-3 key personnel (primary, secondary, other SME if critical)
 - IT Software: Project Manager, Integration Lead, Technical Lead
 - Construction: Project Manager & Site Superintendent
 - Design: Lead Architect & Lead Engineer
 - Etc.



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Whiteboard Exercise

XPD

- Layout the project/service from start to end
- Identify areas of greatest risk/concern
- What activities worry you the most
- Anything that you need from us



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Nine Tips to Improve Proposal Evaluations



1. Understand the Different Types of Evaluation Criteria
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5. Avoid Consensus Meetings!
6. Use Standardized Proposal Forms
7. Reduce the Length of Evaluated Documents
8. Conduct Effective Interviews
9. **Be sure to track Return on Investment!**



58

Be sure to track Return on Investment!

- So... does this save money (time)?



59

Seattle City Light



- Public utility providing electrical power to the Seattle metro area.
- 10th largest public utility in the U.S.
- First in the US to own and operate a hydroelectric facility.
- In 2005, it became the first electric utility in the US to fully offset all its carbon emissions and has remained carbon neutral every year since.



60

Results of Streamlined Evaluations



- Time Savings on City Light's Major RFPs/RFQs
 - 50% reduction in Evaluation time (per proposal)
 - 75% reduction in Interview time (per vendor)
 - 50% reduction in total procurement duration
- \$20K saved in evaluator time per RFP/RFQ



61

Q&A

What are some of the challenges you've experienced when conducting evaluations?

How do you conduct debriefings?



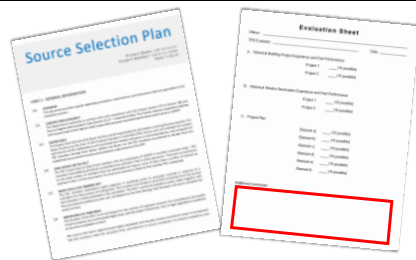
62

Debriefing



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Source Selection Plan



64

Poor Quality Debriefing

- Assumptions about you as a client
- Poor reputation, and low future response rates
- Protest – vendor assumption that you did not follow your process
- Vendor will imagine the worst and assume you selected a favorite/preferred vendor



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Summary

- Try and help the vendors understand what they could do better and how they can improve their proposal quality
- Try to be as transparent as possible
- Most vendors will really appreciate that



66

Procurement Ethics



67



The Procurement Agent provides **safeguards** to the Public as it relates to the purchasing process



68

Conflict of Interest & Unethical Behavior



69

Conflict of Interest

when an employee has financial interest or personal gain to the procurement

also applies to a member of the employee's immediate family



70

Example 1 – Employee Owning Stock

- An employee for your organization will serve as an evaluator on a new IT system acquisition.
- Software Firm A, was ranked the highest and awarded a multi-million with your organization.
- Stock prices for Software Company A increased as a result of the award. Your employee owns stock of Software Company A.



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*...Strictly avoid any
conflict of interest
or **even the appearance**
of a conflict of interest
in the procurement process...*



72

Conflict of Interest

Actual

- is when an individual's judgment or integrity **has been compromised**

Perceived or Apparent

- is when an individual's judgment or integrity **could appear** to be influenced, biased, or compromised



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Procurement Agent is
responsible for ensuring
there are no
Conflict of Interest
with the critical personnel
involved on the procurement

Responsibility

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Conflict of Interest Disclosures

- As public procurement officers, you have responsibility to identify and disclose any actual, potential or perceived instances of conflict of interest.

A screenshot of a 'Conflict of Interest Disclosure' form. The form is titled 'Conflict of Interest Disclosure' and contains several sections for disclosure, including 'Actual or Perceived Conflict of Interest', 'Potential Conflict of Interest', and 'Other Information'. It includes checkboxes for 'Yes' and 'No' and a section for 'Comments'.

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Individuals with any perceived or
apparent Conflict of Interest
must be precluded from the
procurement process

(evaluation, selection, negotiation, payments, etc.)



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Example 2 – Family Members

- An employee for your organization will serve as an evaluator on a new IT system acquisition.
- Software Firm A, was ranked the highest and awarded a multi-million with your organization.
- Stock prices for Software Company A increased as a result of the award. Your employee's son owns stock of Software Company A.



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Unethical Behavior



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What Are Unethical Behaviors?

- **Gratuities & Kickbacks:** unethical for any payment
- **Employment or Promise of Employment:** unethical for any employee to become the employee of any company contracting with the agency
- **Sharing or Disclosing Confidential Information:** unethical for any employee or former employee to use confidential information for actual or anticipated personal gain, or for the actual or anticipated personal gain of any other person.



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Example 3 – Tickets to an Event

- A Supplier that does work for your organization provides free tickets to a musical event to an employee in your Organization. This employee is commonly involved in the procurement process. The Supplier does not plan on going to the event.



80

Example 3 – Tickets to an Event

- A Supplier that does work for your organization provides free tickets to a musical event to an employee in your Organization. This employee is commonly involved in the procurement process. The Supplier does not plan on going to the event.



WARNING
**Unethical
Behavior**



81

Example 3 – Tickets to an Event

- A Supplier that does work for your organization provides free tickets to a musical event to an employee in your Organization. This employee is commonly involved in the procurement process. The Supplier does not plan on going to the event.



WARNING
**Unethical
Behavior**

XEmployee
XSupplier



82

Example 4 – Gift

- An employee, who has worked at your company for 20 years, will be retiring in 6 months. This employee has been a lifelong hockey fan. Supplier ABC, who frequently does work with your company, has provided your employee with a signed hockey stick in celebration of their retirement.



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Example 5 - Scholarship

- A Supplier has provided a financial scholarship to a family member of an employee of your Organization. The scholarship can only be used for tuition.



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Example 6 - Employment

- Software ABC has recently won a multi-million contract with your firm. One of your critical evaluators (responsible for giving Software ABC high scores), quit within weeks of this award and has accepted a position with Software ABC.



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Example 7 – Confidential Information

- A former employee for your Organization, who retired several months ago, is doing consulting work. They share critical information that may be considered confidential with a Supplier that may propose a project for your Organization. No other suppliers have this information or are aware of it.



86

Ethics Applies To All Parties

Internal

- Procurement staff
- Customers / clients
- Subject matter experts

External Vendors

- Consultants
- Contractors
- Suppliers & Subconsultants



87

**Important to Obtain Ethics
Training From Your
Organization**

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Ethics Summary

- Ethics relates to giving all vendors an equal opportunity to win
- Ethics gives the Public the confidence that your organization is acting in the Public's best interest
- 2 major obstacles or challenges to ethics are:
 - Conflict of interest
 - Unethical behaviors
- Procurement agents should seek additional ethics education and training by your agency



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Take-Aways



90

Evaluation Best Practices: Summary

1. Understand the Different Types of Evaluation Criteria
2. Establish a Source Selection Plan (SSP) before RFP release
3. Recognize that Evaluators have Bias
4. Balance the Evaluation Committee
5. Avoid Consensus Meetings!
6. Use Standardized Proposal Forms
7. Reduce the Length of Evaluated Documents
8. Conduct Effective Interviews
9. Be sure to track Return on Investment!

jeff@center4procurement.org



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Evaluation Training is Critical

- Procurement / Buyers must be skilled at training their internal client teams on how to be better evaluators!
 - Takes Soft-Skills → essentially acting as a “Teacher”
 - Can be difficult for younger / inexperienced Buyers
 - Right templates and tools for RFPs = much easier to accomplish!
- Remember the “80/20” rule!!!
 - Perhaps only 20% of transactions are RFPs... but might represent 80% of the dollars!



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Legislative / Policy Recommendations

- CPE can assist in drafting / reviewing legislative action or policies
- Provide education, research, industry best practices
- Advocate for the public's best interest!



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Thank you!

[RFP Templates](#)

General Construction
Construction Manager @ Risk (CMAR)
Roofing
Food Services Management and Operation

[RFP Tools](#)

Source Selection Plan
Reasons to Release Your Budget
SOW Checklist

Would you like a Free Copy of the CPE RFP Roofing template?

Don't see the one you want? Contact us!

Jeff.Sawyer@center4procurement.org



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